



The Executive Agency Revolution in Whitehall: Public Interest versus Bureau-Shaping Perspectives (Understanding Governance)

O. James

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This is the first book length assessment of the executive agency revolution in UK central government, part of the New Public Management, with 65 per cent of civil servants now working in agencies. The 'Next Steps' reformers' public interest view suggested value for money improvements. However, original analysis of budgets, performance data, documents and interviews reveals some support for an alternative 'bureau-shaping' perspective from rational choice, with officials using the reform to protect their welfare and substantial performance problems, especially in 'joining-up' government.

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